

Appendix 2

ANNUAL REPORT FOR YEAR 2 (2007 – 2008)

DRAFT

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Our Vision and Objectives

The Council's vision is to improve the quality of life for everyone living and working in Tower Hamlets. This involves helping to create a thriving, achieving community in which people feel at ease with one another, learn and perform well and have positive employment prospects, experience a higher standard of living and good health, and enjoy a safe and an attractive environment together with a wide range of cultural and leisure opportunities.

The strategy for delivering this vision was set out in the Council's Strategic Plan 2006 – 2011, which takes from the borough's Community Plan. These are:

Living Safely – reducing crime, making people feel safer and creating a more secure and cleaner environment.

Living Well – improving housing, health and social care and promoting healthy living.

Creating and Sharing Prosperity – bringing investment into the borough and ensuring that all our residents and businesses are in a position to benefit from, and contribute to, growing economic prosperity.

Learning, Achievement and Leisure – raising educational aspirations, expectations and achievement, providing the widest range of arts and leisure opportunities for all and celebrating the rich diversity of our communities.

Excellent Public Services – improving public services for local people to make sure that they are of high quality, represent good value for money and are provided in ways that meet local needs.

Within each of these areas we have set challenging but realistic targets for change, which focus on the critical areas that will make a lasting difference to people's life chances. The Council identified 12 key priorities to deliver this:

Community Plan Theme	Priority Outcomes for 2006 – 2011
<i>Living Safely</i>	1. A cleaner, greener, safer Tower Hamlets
<i>Living Well</i>	2. Decent homes in decent neighbourhoods 3. Healthier communities 4. Improved outcomes for vulnerable children and adults
<i>Creating and sharing prosperity</i>	5. Securing sustainable communities 6. Increased local employment
<i>Learning, Achievement and Leisure</i>	7. Increased educational attainment 8. Increased participation in sporting, leisure and cultural activities
<i>Excellent Public Services</i>	9. Efficient and effective services 10. Locally focused services empowering local people 11. Stronger and more cohesive communities 12. Improved equality of opportunity

The Tower Hamlets Partnership has refreshed its Community Plan from 2008/09 through to 2020 to take account of the many changes in the borough. Tied into this, the Council has reviewed its Strategic Plan for 2008/09 through to 2010/11. This takes account of the new three- year Local Area Agreement and budget settlement.

Overall Performance: Comprehensive Performance Assessment

Comprehensive Performance Assessment (CPA) was introduced by the government in 2002 as a way of supporting councils to deliver improvements in services to local people. CPA brought together existing information on service performance in each council with an assessment of its ability to improve. This was used by the Audit Commission to reach an annual overall judgement of whether a council was excellent, good, fair, weak, or poor. In December 2005 a new system of judgement was introduced. Tower Hamlets was rated as a 3-star authority (the star rating runs from 0- stars being the worst to 4-star being the best) and was given a direction of travel judgement as *improving strongly*. The annual qualitative assessment of the Audit Commission of our performance for 2007 stated:

Tower Hamlets Council is improving strongly. Three-quarters of performance indicators show improvement which brings the Council into the top six improving councils in the country. Both children's and adult services maintained excellent status and housing benefits provision has moved to excellent this year, but recycling rates require improvement. The Council has also made significant progress in reducing crime, with innovative work done to reduce re-offending. Key health indicators are improving; the healthy lifestyle team won a national award and the innovative mobile dental unit has been a success. The Council is working effectively to secure local benefits from the Olympic and Paralympic Games. Resident satisfaction has also risen. The Council has robust plans for improvement with agreed milestones and effective monitoring processes; also the efficiency board yielded improvement in value for money. A council-wide staff survey showed improved confidence in managerial leadership and innovative joint posts with the Primary Care Trust for human resources and public health have improved capacity and partnership working; all with potential for sustained improvement for the Council.

Each major service area is scored on a scale of 1 to 4, where 1 is the lowest and 4 the highest. Overall, our services were scored 3 out of 4.

Individual Service scores

Service	Rating 2005	Rating 2006	Rating 2007
Children and Young People*	4 out of 4	4 out of 4	4 out of 4
Social Care (Adults)	4 out of 4	4 out of 4	4 out of 4
Environment	2 out of 4	2 out of 4	2 out of 4
Housing	3 out of 4	3 out of 4	3 out of 4
Culture**	2 out of 4	3 out of 4	3 out of 4
Benefits	3 out of 4	3 out of 4	4 out of 4
Use of Resources	3 out of 4	3 out of 4	3 out of 4

*In 2005 Education and Social Care (Children's) blocks were amalgamated to form a new block entitled Children and Young People

** Previously Libraries and Leisure

Corporate Assessment

The Corporate Assessment looks at how the Council is performing and its capacity to improve. For Tower Hamlets this was last carried out in 2002. Independent inspectors spent two weeks inside the Council looking at all areas of its management and operation. Their report assessed Tower Hamlets as having a clear sense of direction, good political leadership, strong management and staff with a sense of clarity and purpose, and gave the Council a score of 3 out of 4. The report said:

“...The Council’s objectives are clearly expressed and are widely owned ... new methods of communication are helping to ensure that staff at all levels have a sense of clarity and purpose.”

“Despite significant challenges, the Council is confident that its determination to work more closely with local people to accelerate improvement will enable it to become one of the best authorities in the country.”

In March 2008, Tower Hamlets was subject to another Corporate Assessment. The results will be due in July 2008.

Key Achievements in 2007/08

- Delivering outstanding Adults and Children's Services with 'excellent' capacity for continuing improvement and the only Council to have both "top-rated" for the last two years.
- One of only four councils to have achieved level 5 of the Local Government Equality Standard and the first to receive the Equality Mark.
- One of the first councils to have achieved the new Investors in People Profile.
- Continuing the long run of success in the Beacon scheme, the Council was pleased to be awarded its seventh Beacon award in 2008 in the theme of Reducing-Re-offending.
- The council was also recognised for its achievements at this year's Local Government Chronicle Awards, winning the Efficiency and Modernisation award for our office Accommodation Strategy and new flexible working practices which are delivering efficiency savings whilst improving customer service, accessibility and working environments.
- Children's Services shone at the CIPFA Public Servant of the Year awards this year. The Independent Travel Trainers team won both the 'Changing Lives - Community Facing Services' category, and the Outstanding Public Services Team of the Year award.
- In the most recent Annual Residents Survey, almost all questions concerning the image of the council have resulted in increased satisfaction ratings over the last year. Local residents are significantly more likely to agree that the council involves residents in decision making and that it is efficient and well run. Three quarters of residents agree that staff are friendly and polite (up 4 to 75%) while over two thirds agree that the council is doing a good job, keeping residents informed and that it makes the local area a better place to live.

Performance against Community Plan Themes and Key Priorities

Performance in each of the 12 key priorities is closely monitored throughout the year. A selection of indicators are used for each priority to allow us to accurately measure our performance. The Council sets robust and challenging targets each year. The tables below indicate the targets for each indicator for this year, our actual achievement for this year, for comparison our achievement in the past year, and whether success is determined by a higher or lower figure.

The table below give an overall performance colour code and a direction of travel indicator. This gives a quick view for how we are doing for each indicator:

Symbol	Meaning
GREEN	A green background indicates that the target for 2007/08 was met or exceeded
RED	A red background indicates that the target for 2007/08 was not met
+	This means performance has improved compared to 2006/07
-	This means performance has deteriorated compared to 2006/07
=	This means performance has stayed the same compared to 2006/07

N/A in any cell means that either the information was not collected at that time or a comparison cannot be made.

Overall Performance of Indicators

Of the 87 performance indicators that have the 2007/08 information available, 43.7% met the 2007/08 target, while 56.3% did not. The table below gives further details by theme.

	Target Achieved (Green)	Target Not Met (Red)
Living Safely	14 (51.9%)	13 (48.1%)
Living Well	9 (52.9%)	8 (47.1%)
Creating and Sharing Prosperity	5 (55.6%)	4 (44.4%)
Learning, Achievement and Leisure	4 (25%)	12 (75%)
Excellent Public Services	7 (38.9%)	11 (61.1%)
TOTAL	39 (44.8%)	48 (55.2%)

Furthermore of the 80 performance indicators with information available, 66.3% showed an improvement since 2006/07, 30% showed a decline in performance, and 3.7% equalled the 2006/07 performance. The table below gives further details by theme.

	Improved +	Maintained =	Deteriorated -
Living Safely	17 (68%)	1 (4%)	7 (28%)
Living Well	9 (64.3%)	1 (7.1%)	4 (28.6%)
Creating and Sharing Prosperity	8 (88.9%)	0	1 (11.1%)
Learning, Achievement and Leisure	12 (75%)	1 (6.2%)	3 (18.8%)
Excellent Public Services	7 (43.8%)	0	9 (56.2%)
TOTAL	53 (66.3%)	3 (3.7%)	24 (30%)

Overall Performance of Activities and Milestones

As well as performance indicators, the Strategic Plan contains 363 activities and 766 milestones that were due for completion by 31 March 2008.

By the end of 2007/08, 76.6% of activities and 84.5% of milestones were completed. Further detail on activity and milestone performance is contained within each theme section.

1. Living Safely

Activity and Milestone Performance

There were 72 activities and 184 milestones due for completion in the Living Well theme. Of these, 81.9% of activities and 88% of milestones were completed.

1.1 A safer Tower Hamlets

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Overall crime rate (BCS comparator offences): percentage reduction since 2003/4 baseline (22,636 incidents)	17.9% reduction (18,585 incidents)	24.2% reduction (17,199 incidents)	20.0% reduction (18,109 incidents)	LOWER	+
Number of violent crimes (common assault plus ABH/GBH)	46.7 per 1000 population	20.9 per 1000 population	41.3 per 1000 population	LOWER	+
Youth-on-youth violent crime (number of incidents where victim is under 19 and accused is under 19 or suspect is thought to be under 19)	605	394	570	LOWER	+
Percentage of population who view as a "very big problem" the following issues: a) Youths hanging around on the streets b) Graffiti and other deliberate damage to property or vehicles c) People using or dealing drugs d) People being drunk or rowdy in public places	a) 49%	a) 32.2%	a) 27%	LOWER	+
	b) 27%	b) 23.7%	b) 35%		+
	c) 47%	c) 32.2%	c) 41%		+
	d) 22%	d) 15.3%	d) 21%		+
Number of young people under 18 accessing drug treatment services	711	1034	732	HIGHER	+
Length of time domestic violence is experienced before it is initially reported to a specialist agency: percentage reduction since 2004/5 baseline (4.7 years)	31.9% reduction	3.85% reduction	6.4% reduction	LOWER	-
Number of adults and children killed or seriously injured on the roads	111	124	113	LOWER	-
Reduced recorded convictions of PPOs	30%	31%	30%	HIGHER	+
Reduced percentage of Drug Intervention Programme clients reoffending	28%	N/A	24%	LOWER	N/A

Symbol	Meaning
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RED	Target not met
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-	Performance has deteriorated
=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Increased proportion of offenders accessing housing or tenancy related support through key agencies	29%	N/A	38%	HIGHER	N/A
Increased number of unemployed offenders obtaining and keeping employment for at least four weeks	42 offenders	N/A	46 offenders	HIGHER	N/A
Youth Reoffending rate after 12 months: a) pre-court decisions b) first tier penalties c) community penalties d) custodial penalties	a) 28.8%	a) 23.3%	a) 22.5%	LOWER	+
	b) 46.9%	b) 45.5%	b) 49.6%		+
	c) 55.0%	c) 66.7%	c) 58.5%		-
	d) 44.4%	d) 40.0%	d) 71.3%		+
Percentage of residents identifying crime as an area of concern	51%	55%	45%	LOWER	-
Increase in percentage of people who feel informed about what is being done to tackle antisocial behaviour in their local area	26%	27%	32%	HIGHER	+
Percentage of people who feel that parents not taking responsibility for the behaviour of their children is a problem	75%	81%	73%	LOWER	-
Percentage who think that people not treating other people with respect and consideration is a problem	58%	53.6%	56%	LOWER	+

Key Achievements

- We have achieved a considerable reduction in overall crime of 24.2% which exceeds our target of 20% and is an improvement on last year's reduction of 17.9%.
- We have achieved significant reductions in violent crime and youth on youth crime as a result of our work with the Violent Crime Action Group and our domestic violence awareness campaigns which include reducing the impact of domestic violence on children.
- We continue to provide constructive and law abiding activities for young people at risk of offending such as providing over 900 volunteering and community action opportunities, the Youth Opportunity Fund which has provided funding for over 95 groups, and the Youth Intervention Programme which has supported over 150 young people.
- Our focus on anti-social behaviour has resulted in a number of multi-agency enforcement operations including six Special Operations with

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Police and Safer Neighbourhood Teams and support provided to 150 victims and perpetrators of anti-social behaviour.

- We are reducing substance misuse and related crime through effective treatment, prevention, enforcement and community engagement, for example we have delivered 12 Community Drug Education workshops, delivered substance misuse awareness training to 25% of youth workers, and carried out 30 drug supply closure operations.
- Through the Race and Hate Crime Interagency Forum we have delivered five major projects that tackle hate crime and encourage community cohesion through arts and media, training and other community based initiatives such as the All Different, All Equal Youth Project and the Beat Hate Crime Campaign.
- We have increased community safety on estates through a programme of estate lighting schemes and by carrying out security works on over 200 homes.
- Our focus on making streets, public areas, residential areas and open spaces safer has seen the introduction of 4 new safe routes to school schemes at schools with approved travel plans, the establishment of the Junior Road Safety Officer Scheme in 50% of schools as well as the delivery of Child Pedestrian Training volunteer programmes in 30 schools, 2 Drink Drive Campaigns and 2 Junior Citizen Schemes for 2000 pupils.

1.2 A cleaner, greener Tower Hamlets

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	22.0%	N/A	12.0%	LOWER	N/A
Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very serious problem"	32%	32.9%	23%	LOWER	-
Percentage of people asked who think that parks, playgrounds and open spaces are good, very good or excellent	50%	54%	52%	HIGHER	+
Percentage of household waste which has been sent by the authority for recycling	11.7%	13.6%	22.0%	HIGHER	+
Percentage of people who think that street cleaning is good, very good or excellent	54%	51%	63%	HIGHER	-
Quality of surroundings – Number of green flag award parks	5	5	5	HIGHER	=

Symbol	Meaning
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RED	Target not met
+	Performance has improved
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=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Increase in the percentage of abandoned vehicles removed within 24 hours from the point where the local authority is legally entitled to remove the vehicle	95.8%	99.4%	96.0%	HIGHER	+
Percentage of municipal waste landfilled	N/A	88.4%	81.0%	LOWER	N/A
Percentage of municipal waste recycled	N/A	10.3%	19.0%	HIGHER	N/A

Key Achievements

- To improve the cleanliness of the borough's streets we have carried out 'spring clean' treatment on over 65 blocks, increased prosecution for littering and dumping by 100%, assisted 60 properties with graffiti and fly posting removal, and signed up 20 'fast food' outlets to a 'keep your scene clean- responsible business commitment'.
- To improve recycling in the borough we have undertaken a programme of awareness raising through door-knocking 15,000 low rise properties and 65,000 high rise properties which has resulted in recycling rate increases from 11.72% in 2006/07 to 13.61% in 2007/08.
- We have adopted and implemented a Staff Travel Plan, organised and advertised 12 local wildlife events, improved wildlife/ habitat sustainability at eight parks and green spaces and increased the membership of Freecycle from 1,260 to 2,800 which all contribute to protecting the environment in the borough.
- We have improved the physical environment in the borough by introducing whole corridor improvements on three key streets including improvements for pedestrians and better street lighting and by increasing the percentage of abandoned vehicles removed within 24 hours to 99.41%, exceeding last year's performance and our target.
- We retained all existing Green Flag Awards for our parks.

Symbol	Meaning
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2. Living Well

Activity and Milestone Performance

There were 61 activities and 123 milestones due for completion in the Living Well theme. Of these, 75.4% of activities and 82.9% of milestones were completed.

2.1 Decent homes in decent neighbourhoods

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Number of empty and unfit private-sector dwellings brought back into use	17	25	17	HIGHER	+
Percentage change in proportion of non-decent homes	15.1%	17.9%	17.9%	HIGHER	-
Percentage of specified urgent repairs completed in government time limits	96.8%	97.8%	97.2%	HIGHER	+
Average re-let time for local authority dwellings (days)	34.3	33.8	31.0	LOWER	+
Percentage of residents satisfied with the Council's repairs service	90.2%	N/A	84.0%	HIGHER	N/A
Proportion of LA homes which are non decent	61.7%	58.9%	58.9%	LOWER	+
Percentage reduction of non-decent homes in homes transferred to RSLs in previous years	N/A- data available 2007/08	3.2%	15%	HIGHER	N/A

Key Achievements

- To contribute to an increase in the supply of affordable homes, we helped RSLs to create 1,100 new affordable homes.
- We have completed 97.83% of specified urgent repairs in government time limits which exceeded both last year's performance and the 2007/08 target.
- As well as reducing the proportion of council homes which are non decent by exceeding both last year's performance and the 2007/08 target, we brought back 25 empty and unfit private sector dwellings back into use and re-housed 230 over-crowded families.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
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=	Performance has stayed the same

2.2 Healthier communities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Prevalence of (a) obesity (b) overweight in sample of year 6 children	N/A- data available 2007/08	a) 22.9%	a) 22%	LOWER	N/A
	N/A- data available 2007/08	b) 37.1%	b) 36%		N/A
Smoking status of (a) 8-12 year olds (b) 13-15 year olds	a) N/A	a) N/A	a) N/A	LOWER	N/A
	b) N/A	b) N/A	b) N/A		N/A
Percentage of primary age pupils having 2 hours + PE per week	62%	93.1%	80%	HIGHER	+
Teenage conceptions: percentage reduction 1998 baseline (57.8 conception per 1000 females aged 15-17)	25.3%	24.2%	43.0%	LOWER	+

Key Achievements

- We established a Tobacco Control Unit to implement smoke free enclosed spaces, build a sustainable tobacco control partnership and promote smoking cessation to residents, visitors and workers in the borough.
- We significantly exceeded last year's performance and the 2007/08 target for the percentage of primary age pupils having 2 hours + PE per week (at 93.1%) and we also provided three nine week weight management programme for obese children which is contributing to improving the health of children and young people.

2.3/ 2.4 Improved outcomes for vulnerable adults and children

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Average length of stay in bed and breakfast accommodation (weeks)	3.67	N/A	3.50	LOWER	N/A
Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over	74.6	71.8	70.0	LOWER	+
Adult and older clients receiving a review as a percentage of those receiving a service	84.9%	77.5%	86.0%	HIGHER	-
Number of households receiving intensive home care per 1,000 population aged 65 or over	40.33	39.4	38.00	HIGHER	-
Percentage of child protection cases which should have been reviewed during the year that were reviewed	100%	100%	100%	HIGHER	=

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of children looked after with three or more placements during the year (stability of children looked after)	10.9%	10.9%	10.0%	LOWER	+
Percentage of children looked after, leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ ¹	50.0%	48.0%	56.0%	HIGHER	-
Average time for processing new housing benefit and Council Tax benefit claims (days)	28.5	25.2	28.0	LOWER	+
Percentage of Adult Social Service users who rate services as good, very good or excellent	61%	N/A	63%	HIGHER	N/A

Key Achievements

- We have supported vulnerable adults in making a positive contribution to their community with over 30 people completing the 'Way Ahead' programme, over 50 people completing the 'Life begins at...' programme, 120 people known to mental health services supported into or maintained in employment, voluntary work, education or training, and 35 people with physical disabilities supported into voluntary or paid employment.
- We have rolled out our LinkAge Plus programme with 180 adults supported through outreach and rolled out the telecare programme to 200 new service users.
- We reduced the average time for processing new housing benefits and Council Tax claims to 25.13 days, exceeding our 2007/08 target and improving on last year's performance.
- Continuing to protect children from risk of harm and neglect, we worked proactively with schools to improve their practice for safeguarding children and delivered safeguarding children training to 20 schools.
- We reviewed the current provision of respite care to improve consistency and accessibility of services and increased foster carer provision by six carers and increased child-minding provision by three carers.
- We have achieved top performance for the percentage of child protection cases which should have been reviewed during the year that were reviewed, matching our target of 100% last year.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

3. Creating and Sharing Prosperity

Activity and Milestone Performance

There were 40 activities and 80 milestones due for completion in the Living Well theme. Of these, 90% of activities and 93.75% of milestones were completed.

3.1 Securing sustainable communities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of major planning applications determined within 13 weeks	38.3%	56.9%	60.0%	HIGHER	+
Percentage of minor applications determined within 8 weeks	80.5%	84.4%	80.5%	HIGHER	+
Percentage of other planning applications determined within 8 weeks	84.2%	86.7%	88.3%	HIGHER	-
Number of SMEs assisted to be competitive through seminars/workshops	43	N/A	75	HIGHER	N/A
Worth of contracts secured by local businesses through the Canary Wharf Local Business Liaison Office (private sector supply chain)	£6 million	N/A	£7 million	HIGHER	N/A

Key Achievements

- 84.40% of minor applications were determined within 8 weeks, exceeding both the 2007/08 target and last year's performance while we improved on last year's performance with 56.32% of major planning applications determined within 13 weeks, compared to 38.33% in 2006/07.
- We worked to promote the borough to key stakeholders and promote key business sectors as reflected by a 15% improvement in the number of business tourism enquiries from the previous year.
- To develop an enterprising Third Sector we supported the sustainability of 23 social enterprises created through the NRF Programme.

3.2 Increased local employment

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of young people in Tower Hamlets aged 16-18 not in education, employment or training	9.8%	8.2%	8.2%	LOWER	+

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
The number of people aged 24 and under in receipt of Jobseekers Allowance (and not on New Deal) helped into paid employment of over 16 hours a week for 13 consecutive weeks or more	139	220	250	HIGHER	+
Proportion of people under 25 claiming unemployment-related benefits	20.7%	18.2%	16.0%	LOWER	+
Percentage of local residents claiming unemployment-related benefits	8.6%	7.4%	8.5%	LOWER	+
Overall benefits claim rate for those living in the Local Authority wards identified by DWP as having the worst initial labour market position	22.6%	N/A	21.6%	HIGHER	N/A
Percentage of registered NEETs assisted into sustainable employment	35.8%	N/A	38.0%	HIGHER	N/A
Develop and implement a work placement model for Incapacity Benefit clients and Lone Parents	N/A- data available 2007/08	N/A	10 work placements leading to secured employment	HIGHER	N/A
Number of employer activities to increase aspiration and information about job opportunities in the labour market for young people.	12 events with employers in key sectors	13 events with employers in key sectors	10 events with employers in key sectors	HIGHER	+
Number of local job seekers assisted to secure employment through Earn to Learn programmes	116	149	120	HIGHER	+
Increase in the percentage of young people on New Deal programme entering and sustaining employment	26%	N/A	32%	HIGHER	N/A

Key Achievements

- We reduced the number of young people not in education, employment or training from 9.8% in 2006/07 to 8.2% which met our 2007/08 target, and we also achieved a drop in the percentage of local residents claiming unemployment-related benefits to 7.4%, exceeding last year's performance and the 2007/08 target.
- To ensure young people benefit from economic growth, we expanded the New Start Programme which provides more opportunities for young people not in education, training and employment with 120 young people referred and engaged.
- Through Skillsmatch, a cost effective job brokerage service, we assisted 600 local residents into work and increased the capacity of local residents to compete for jobs.

Symbol	Meaning
GREEN	Target met or exceeded
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- 149 local job seekers were helped to secure employment through Earn to Learn programmes.
- We increased the number of employer activities to increase aspiration and information about job opportunities in the labour market for young people to 13 events with employers in key sectors, exceeding the 2007/08 target and last year's performance.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

4. Learning, Achievement and Leisure

Activity and Milestone Performance

There were 55 activities and 131 milestones due for completion in the Living Well theme. Of these, 81.8% of activities and 91.6% of milestones were completed.

4.1 Increased educational attainment

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of pupils achieving 5 or more GCSEs at grade A*-C, including English and Maths	33.5%	36.3%	39.0%	HIGHER	+
Average A-Level points score per student in Tower Hamlets	219.5	621.5	635.0	HIGHER	+
Increase in the percentage of pupils achieving level 5 in both English and mathematics at Key Stage 3	54%	57.6%	69%	HIGHER	+
Improved overall attendance rates a) Primary b) Secondary	a) 93.4%	a) 93%	a) 95.50%	HIGHER	-
	b) 92.5%	b) 92.6%	b) 93.00%		+
Unauthorised absence rates a) Primary b) Secondary	a) 1.2%	a) 1.2%	a) 0.9%	LOWER	+
	b) 2.1%	b) 1.9%	b) 1.9%		+
Percentage of pupils achieving level 4 or above in Key Stage 2 English	79.9%	81.0%	85.0%	HIGHER	+
Satisfaction of users with a) Primary education b) Secondary education	a) 36%	a) N/A	a) 44	HIGHER	N/A
	b) 29%	b) N/A	b) 41		N/A
Percentage of schools in which at least 50% of pupils achieve level 5 or above in each of English, maths and science	80%	80%	87%	HIGHER	=
Percentage of schools with an approved school travel plan	50%	83.8%	85%	HIGHER	-

Key Achievements

- We have improved upon our 2006/07 performance in 2007/08 for the percentage of pupils achieving 5 or more GCSEs at grade A*-C, including English and Maths; the average A-Level points score per student in Tower

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Hamlets; the percentage of pupils achieving level 4 or above in Key Stage 2 English; the percentage of pupils achieving level 5 in both English and mathematics at Key Stage 3; and the unauthorised absence rates in both primary and secondary schools.

- We have increased the take up of bookstart to 87% and increased the registration at libraries which is contributing to an improvement in the standards of early years provision.
- To support the development of arts education in schools we have assisted five schools in applying for Artsmark accreditation and increased the number of pupils in schools accessing instrumental provision and music making by 30%.
- We have actively involved 150 young people in Council decision making through the Tower Hamlets Youth Partnership and provided two consultation groups and three events for children looked after, thereby increasing the participation of children and young people in decision making and community life.
- We have increased opportunities for family engagement and opportunities to learn and play together by arranging four family fun days, running curriculum related workshops in 20 primary schools and six secondary schools, and organising for 200 families to visit museums and galleries.
- To provide high quality places to go and exciting things to do for young people, we have redesigned service delivery through the new Youth Service contract which has resulted in an increase in the number of young people accessing youth work provision to 31% of the 13-19 population.

4.2 Increase participation in sporting, leisure and cultural activities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Number of under 16s who are active users of the Council's Idea Stores and libraries	13,473	12,158	19,272	HIGHER	-
Total number of library items issued to under 16s	266,303	333,319	317,000	HIGHER	+
Number of under 16s regularly attending study support sessions	750	1,252	765	HIGHER	+
Number of under 19s completing a course in Idea Stores, libraries and learning centres	1,741	1778	1,760	HIGHER	+
Number of physical visits to public library premises per 1000 population	9,182	9710.70	9,386	HIGHER	+
Percentage of people asked who think that leisure and sports facilities are good, very good or excellent	43%	46%	48%	HIGHER	+
Cost per visit to libraries	£3.37	N/A	£3.26	LOWER	N/A

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Key Achievements

- We are achieving an improvement in participation in Idea Store, library and lifelong learning activities which has led to increases that have exceeded both the 2007/08 target and last year's performance in a number of areas, including: the total number of library items issued to under 16s; the number of under 16s regularly attending study support sessions; number of under 19s completing a course in Idea Stores, libraries and learning centres; and the number of physical visits to public library premises per 1000 population.
- We have increased community engagement and participation in cultural activities through a number of initiatives including holding 70 festivals with an audience of at least 100 and delivering a football development programme for 7-11s in schools and at the Football Development Centre from 25,000 in 2006/07 to 26,000 in 2007/08.
- We have increased the usage of leisure centres by key target groups such as young people, older people, people with disabilities, BME and women.
- We have trained 80 volunteers to support the delivery of sport in the borough, upgraded the qualifications of 40 sports coaches and entered 40 teams in the London Youth Games including six teams in disability sports activities.
- We have delivered a programme of arts activity at youth centres for 636 young people with 381 young people taking part for an average of 10 weeks.
- We have increased the percentage of people who think that leisure and sports facilities in the borough are good, very good or excellent to 46% from 43% in 2006/07.

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5. Excellent Public Services

Activity and Milestone Performance

There were 135 activities and 248 milestones due for completion in the Living Well theme. Of these, 67.4% of activities and 76.6% of milestones were completed.

5.1 Efficient and effective services

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Budget performance	£500k under-spend	N/A	Nil - Balanced Budget	LOWER	N/A
CPA Use of Resources Indicator (a) Overall score (b) VFM score	a) 3	a) N/A	4	HIGHER	N/A
	b) 2	b) N/A	3		N/A
Percentage of Gershon efficiency savings achieved	100%	N/A	100%	HIGHER	N/A
Percentage of residents agreeing that the Council "provides value for money for the Council Tax I pay"	37%	41%	42%	HIGHER	+
Number of working days / shifts lost due to sickness absence per employee	7.9	N/A	7.8	LOWER	N/A
Percentage of undisputed invoices paid within 30 days	91.9%	91.0%	94.0%	HIGHER	-

Key Achievements

- We have invested in staff through new leadership programmes including programmes aimed at black and minority staff, put in place a number of coaching and mentoring schemes, and developed the role of the Corporate NVQ centre and extended NVQ provision to offer five new NVQ programmes.
- As a reflection of our work to develop organisational performance across the Council, we received extremely positive results from the Staff Survey and achieved the Investors in People Profile following our assessment in 2007/08.
- To improve risk management in the Council, we have provided four training sessions during 2007/08 for staff and two training sessions for Members.
- To contribute to an improvement in levels of attendance and the health and well being of employees, we delivered over 10 health screening events during 2007/08.

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- We completed the implementation of the Council's Accommodation Strategy generating estimated savings of at least £50,000 on energy efficiency.
- We have continued to provide support and assistance to frontline Third Sector organisations to enhance their ability to shape and deliver local priorities, for example, by giving capacity building support to 10 London Borough of Tower Hamlets funded organisations.
- We have improved our performance from 2006/07 from 37% to 41% for the percentage of residents agreeing that the Council "provides value for money for the Council Tax I pay".

5.2 Locally focused services empowering local people

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of residents who agree that the Council is doing a good job: a) Borough average b) Gap between the overall borough average and the LAP area with the lowest performance	a) 64%	a) 68%	a) 73%	HIGHER	+
	b) Ave =64% Min = 60% (LAP 4) Gap = 4%	b) 7%	b) No LAP to fall 10% below the borough average		-
Percentage of residents who feel that they can influence decisions affecting their local area	41%	48%	65%	HIGHER	+
Number of residents attending LAP events	5,202	N/A	5,250	HIGHER	N/A
Percentage of Council hotlines answered within the Customer Promise standard of 15 seconds	69%	68%	77%	HIGHER	-
Percentage of letters responded to within the Customer Promise Standard	N/A	75.1	90%	HIGHER	N/A
Percentage of calls handled by Council Call Centres	N/A	42.7%	45%	HIGHER	N/A
Percentage of complaints handled within target – Stage 1	65%	74%	80%	HIGHER	+
An increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year	14.5%	12%	15%	HIGHER	-
Percentage of residents who are satisfied with their local area as a place to live	N/A	N/A	N/A	HIGHER	N/A

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Key Achievements

- The percentage of residents who agree that the Council is doing a good job has increased from 64% in 2006/07 to 68% in 2007/08 while the percentage of residents who feel that they can influence decisions affecting their local area has risen from 41% to 48% in 2007/08.
- We have increased the number of THIS Borough registered users to 1,500 to ensure the distribution of reliable information, research and analysis across the Council and the Borough.
- We have improved our Members' Enquiries process with new guidance, a Members' Hotline, a cross-departmental Members' Enquiry Quality Forum and improvements to the Siebel system.

5.3 Stronger and more cohesive communities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together: a) Borough average b) Gap between the overall borough average and the LAP area with the lowest performance	a) 70%	a) 71%	a) 77%	a) HIGHER	+
	b) Ave = 70% Min = 53% (LAP 6) Gap = 17%	b) 6%	b) No LAP to fall 10% below the borough average	b) LOWER	+
Percentage of attendants at LAP events who are from targeted communities: a) BME residents b) Bangladeshi residents c) Somali residents d) Young residents (16-25)	a) 54%	a) 48%	a) 48%	HIGHER	-
	b) 39%	b) 33%	b) 33%		-
	c) 5%	c) 10%	c) 5%		+
	d) 35%	d) 21%	d) 15%		-

Key Achievements

- The gap between the borough average and the LAP area with the lowest performance for the percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together has fallen significantly from 17% in 2006/07, to 6% which exceeded the 2007/08 target.
- We met the target for the percentage of attendants at LAP events who are from targeted communities for BME residents, Bangladeshi residents, and young residents and for Somali residents we not only met the target but improved our performance by 100%.

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- To promote and support community cohesion across all communities we undertook a number of initiatives including: the completion of three cultural exchanges between young people in Tower Hamlets through schools, youth work and other settings; the devising and running of 10 diversity awareness and reporting of racist and other hate crimes training workshops for schools; and increasing the number of schools offering Key Stage 2 language opportunities as part of their mainstream curriculum by 18%.

5.4 Improved equality of opportunity

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
A workforce to reflect the community: percentage of top 5% earners that are from minority ethnic communities	15.3%	17.4%	18.0%	HIGHER	-
A workforce to reflect the community: percentage of top 5% earners that are women	53.2%	52.7%	50.0%	HIGHER	-

Key Achievements

- We continue to operate to the highest standards of equalities practice and have maintained Level 5 of the Local Government Equality Standard and are looking to extend this to the Tower Hamlets Partnership.
- We have implemented recruitment and development initiatives to support the achievement of all Workforce to Reflect the Community strategy targets, both Council wide and within Directorates.
- We have introduced the new Aspiring Leader Programme for targeted staff in middle-grade posts, especially BME and disabled staff that consists of an accredited management development programme, secondments, placements and projects with support from mentors and coaches.
- As a result of our initiatives, 17.43% of the top 5% of earners in the Council are from ethnic minority communities and 52.71% are women.
- To ensure a positive response to the new statutory requirement to promote disability equality, age discrimination legislation, and changes in employment legislation we have delivered training to staff through the Corporate Learning and Development Programme and provided briefings to managers.

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